Mayor Anthony A. Williams
Charles H. Ramsey • Chief of Police
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Information Technology and the MPDC

Moving Into the Next Century

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Message from the Chief

When most people think of community policing, they focus on the highly personal aspects of the strategy: police and residents working with one another to target, understand and solve neighborhood problems. Policing for Prevention, the District of Columbia's new strategy of community policing, relies on these relationships of trust and cooperation as well.

But we also recognize that there is a high-tech component to community policing. For Policing for Prevention to succeed, both our officers and our residents must have ready access to the information that will help them be more effective in solving problems of crime and disorder. Modern information technology provides these partners with the tools they need to succeed in making our neighborhoods safer and stronger.

This document outlines the Metropolitan Police Department's plans for acquiring new technology and using it to support Policing for Prevention. Our plans are ambitious, but critical to our continued growth and effectiveness. They include;

- A new and integrated records management system — PRIDE (Police Reporting and Information Delivery) — that will consolidate a number of current stand-alone systems, providing MPDC personnel with access to a wide range of information quickly and easily.
- New applications that will speed up the work of our officers and other employees: automated field incident reporting, computerized crime mapping and analysis, incident tracking and computer-assisted criminal investigations, to name a few.
- A more robust technology infrastructure anchored by a state-of-the-art Computer-Aided Dispatch (CAD) system, new and upgraded mobile data computers, and clear and effective radio communications channels.
- New and improved systems for handling citizens' service requests. A new, easy-to-use telephone number for non-emergencies — 3-1-1 — will complement new applications in Internet technology.

These and other IT projects represent an important part of my overall plan for advancing community policing in the District of Columbia. Technology by itself will not achieve our goals. But when we apply modern information technology in support of the other elements of our strategy — focused law enforcement, police-community partnerships, collaborative problem solving, and community organizing and training — I believe we have a winning combination for the future.

As always, I welcome your ideas and input on our IT plans and on our overall efforts for making our Nation's Capital the safest major city in America.

Charles H. Ramsey
Chief of Police

Introduction and Overview

Modern information technology provides the Metropolitan Police Department with an opportunity to provide its employees with access to information in ways never before possible. This information, in turn, can help police officers reduce crime, solve neighborhood problems, and provide timely and enhanced police services.

Information technology also makes it easier for the MPDC to share information with the community quickly and efficiently. As such, new information technology is a critical part of the MPDC's evolving strategy of community policing and crime prevention.

"Working with residents and other community stakeholders to address chronic crime and disorder problems that occur in specific neighborhoods..."

The new policing strategy for the MPDC means dramatic changes in the Department's mission, organization, focus, and strategies. It provides a basis for bringing many operations of the MPDC into the new century, in a manner that provides greatly enhanced police officer safety, citizen participation in crime prevention, improved management of department resources, and greater accountability for the quality of services rendered. In short, information technology is a cornerstone for continued improvements in the delivery of police services in the District of Columbia.

Community Policing, DC Style

Called "Policing for Prevention," the MPDC's community policing strategy has three major elements:

- Focused Law Enforcement – targeting individual, high-risk offenders and crime hot spots through the strategic assignment of police resources.
- Neighborhood Problem Solving – working with residents and other community stakeholders to address chronic crime and disorder problems that occur in specific neighborhoods.
- Systemic Prevention – working with other community or city-wide organizations to address the underlying causes and conditions that allow crime and disorder to occur in any neighborhood.

To carry out this three-part strategy, the MPDC has reorganized its entire structure, with a greater focus on bringing police service delivery closer to the

residents of the city's neighborhoods. The reorganization consolidates all operational services under a single command, with a seamless system of accountability.

- Many operations have been decentralized from headquarters commands to new Regional Operations Centers (ROCs). Headed by an Assistant Chief of Police, each ROC consists of two or three police districts. The commander of the ROC acts as chief of police for that geographic area, having the resources, authority, and accountabilities necessary to have full oversight of policing in the area.

- The role and resources of the seven police districts have been dramatically expanded. These "full-service districts" now include not only uniformed patrol services, but also enhanced tactical and investigative capacities. Violent and property crime detectives are now assigned to each district, allowing them to work more closely with uniformed officers and the community in solving cases.

- Through the 83 Police Service Areas (PSAs), police officers have defined communities in which they work. Each PSA is the responsibility of a police lieutenant, who has 24-hour per day responsibility for police activities in the area.

"Making the District of Columbia the safest major city in America, block by block, neighborhood by neighborhood..."

By defining the organization according to geography rather than function, police attention is focused on the city's neighborhoods, not some artificial police structural configuration. Increased geographic accountability within the Department helps ensure that the Department responds effectively to crime and the service needs of the District's residents, workers, and tourists. This focus on accountability and service quality is also an important commitment of Mayor Williams, and will be reflected in strengthening the service delivery system of the entire DC government.

MPDC's goal is to make the District of Columbia the safest major city in America — block by block, neighborhood by neighborhood. With the new geographical focus, improved training, clearly defined accountabilities, careful management of resources, effective police response and investigation, and strong leadership, the MPDC will be well positioned to become a national model of effective police service delivery. Information technology will play an important role in achieving that goal.

The Role of Information Technology

The new MPDC strategy presents important challenges for technology. The decentralization of command means that new communications and information systems linkages will have to be established between these decentralized work places. With the increased accountabilities placed on the ROC chiefs and district commanders, access must be provided to central data files, such as the Computer-Aided Dispatch (CAD), crime, and other records needed for developing systemic prevention strategies, conducting crime analysis, and establishing accountability.

In applying information technology to the new strategy, two basic principles must be followed:

- Information technology systems must advance the MPDC's strategy of community policing by reducing crime and the fear of crime, and enhancing partnerships.
- Information technology systems must make a significant and measurable contribution to the work of employees of the Department.

Technology does not drive itself; it is not created for its own purpose. New technology must be reflective of, and advance, the new strategy of the Department.

> "Technology advances the new strategy of the MPDC..."

Beyond advancing the Department's evolving policing strategy, information technology plays an important role in assisting the Department's employees in their work. New information technology systems will provide for easy access to information by officers and civilian employees regardless of where they are working.

Through the application of modern information technology, the Metropolitan Police Department will see a number of important enhancements to its capabilities. These enhancements are tied directly to the three elements of MPDC's community policing strategy. For example,

> "Provide easy access to information by officers and civilian employees..."

- Focused Law Enforcement requires the implementation of a modern Computer-Aided Dispatch System linked to the records management system and the Mobile Data Computers in police vehicles. Together, these systems will provide officers and managers with real-time information about their geographic areas of responsibility. The systems will also support rapid emergency call processing resulting in improved emergency response; eventual mapping of incidents with full information provided to the responding officer; designation of hot spots

where repeat calls or crime occur; and officer capability to set individual hot spot dispatch priorities for their own PSA.

- **Neighborhood Problem Solving** requires automated access to real-time crime and incident information for neighborhood-specific analysis. Sophisticated mapping displays permit officers and accountable managers to plan effective strategies to reduce crime and solve neighborhood problems before they become crises. Providing this information over the Internet allows residents easy access to problem-solving information.

"Information for crime reduction, analysis and strategic planning..."

- **Systemic Prevention** requires that senior managers also have full and easy access to information they need to identify and analyze larger trends and issues. Integrating this information with other city-wide information sources will assist police and other stakeholders in addressing those cross-cutting problems that help to generate crime in many neighborhoods.

For community policing to succeed, officers must have time to engage in focused law enforcement and neighborhood problem solving strategies. Again, technology can offer assistance in freeing up officers' time through automated field reporting, fully integrated MDCs, and the initiation of an easy-to-use, single telephone number (3-1-1) by which citizens can receive prompt and effective responses to their non-emergency service needs from the MPDC.

In the future, it can be expected that the MPDC will enhance these base capabilities with the expansion of various communications technologies. Over the next three to five years, we expect that the following information technology applications might be put in place:

- **Voice mail** for police officers, linked with e-mail, providing the capability for officers to receive information from other officers and the public about problems on which they are working.

"Voice mail, cellular telephones, and Personal Digital Assistants"

- **Cellular telephones** in all police units, providing field officers with the capability to call complainants directly upon receiving information about a neighborhood problem, schedule meetings, and follow up on information. In some situations, it may be possible for a neighborhood's 3-1-1 calls to be diverted directly to the PSA officer working in that neighborhood.

- **Personal Digital Assistants** (PDAs) for field officers and investigators, providing direct access to Department information and reporting systems. These PDAs are small pocket-sized communications devices, linked by wireless technology to the Department's computer servers.

Officers using these devices can have access to information, and make their reports at the scene of incidents.

Indeed, the potential contribution that information technology can make to assisting the MPDC achieve its goals is almost limitless. With careful planning, structured implementation, and regular user assessments of needs and system effectiveness, the MPDC's new information technology will provide important support for the Department's new community policing strategy. It can also serve as a model for American police agencies on how information technology can enhance community policing.

Shortcomings of Our Current Systems

The current MPDC information systems cannot adequately support system users or the community policing strategy. This lack of support is obvious in key operational areas including response to citizens' requests, crime analysis, field service operations, and even officer safety. A few examples:

- Response to officer requests for information from patrol cars is slow, and only limited information is available;
- The booking process can take 3 to 8 hours, during which information such as name and address must be entered into different information systems two or three times;
- Crime analysts and criminal investigators do not have automated access to current and/or complete information;
- Police officer safety is jeopardized because there are not easily accessible data terminals in every scout car, making it time consuming for officers to check whether vehicles they are stopping are stolen, or persons they are interviewing are wanted or have outstanding warrants;
- Response to citizen calls for service is slowed because of the large number of non-emergency telephone requests that clog the 9-1-1 emergency lines, as well as the inefficiency of current call receipt and dispatch processes;
- Managers have limited information about resource deployment, criminal incidence and arrest data in their area of responsibility; and

> "Replacing old systems with the latest information technology..."

- There is little support for problem-solving activities in the city's neighborhoods by the police officers assigned there.

This lack of information affects the ability of all MPDC personnel to perform their jobs. Sworn operational personnel, analysts, managers, and non-MPDC personnel who have need for information are all affected. For example, the Department has made a major investment in MDCs in scout cars, purchasing 300 new devices and upgrading 177 existing ones. Even so, the MDCs provide access only to simple inquires. It is increasingly important that police officers at every level of the organization have easy and immediate access to information about calls for service, police responses, criminal incidence, other agency service data and historical address data if they are to be effective in providing for a safe and secure neighborhood environment. That is not the case today.

Creating a New IT Environment

> "Modern information technology will create a new environment..."

All this will change with modern information technology. As the MPDC becomes a sophisticated community-oriented police agency, new information technology systems will provide greatly expanded information collection capabilities, information access by all members of the department, sophisticated analytical capabilities, and modern applications. As the focus of the Department moves away from headquarters, the new information systems will provide direct links to data sources from many diverse locations, wherever police officers are at work, in their offices or in their vehicles.

This requires evolving current MPDC information systems toward a modem, integrated information system that is consistent with MPDC's commitment to community policing, problem solving, and prevention. These new systems must also provide widespread, easy access to information by members of the department at all levels, as well as by other authorized agencies. The system must have sufficient flexibility to grow and change.

The New System. The cornerstone of the new information technology strategy is a planned replacement of the Washington Area Law Enforcement System (WALES) and Criminal Justice Information System (CJIS). These two systems maintain critical arrest and criminal history information, and provide access to gun, property, and motor vehicle files. They also provide a link to the National Crime Information Center and National Law Enforcement Telecommunications System, which house national criminal justice databases and provide access to

other states' law enforcement agencies, respectively. The new system will better integrate MPDC's positive identification system with the FBI's Integrated Automated Fingerprint Identification System (IAFIS). This new system is called PRIDE: the Police Reporting and Information Delivery system.

PRIDE will be easy-to-use by personnel at all levels. Users will have simple prompts for entering information. Information, such as arrestee name and address, will need to be entered into the system only once for it to be accessible by all supported areas. MPDC personnel will be able to have full access to all of the information for which they are privileged; security built into the system will ensure that unauthorized access to sensitive information is not allowed. Information returned to the user may be presented on map backgrounds where appropriate, and photographs and graphical information (such as mugshots and relevant pictures, such as property) will be accessible. Officers will be able to access the information through terminals in work areas and through Mobile Data Computers located in patrol vehicles. The system will be designed to be robust with redundancy and therefore available virtually all the time. Responses to inquiries for information will be very rapid, in seconds—not minutes.

> "PRIDE: The new records management system..."

Development of PRIDE will be under the full direction of the Department, with consultants responding to Department needs. One of the first steps is to talk to both present and future system users to ensure that the system design will respond to their needs. As the system development proceeds, the users will continue to be an important part of PRIDE's development.

Not everything can be done at one time; therefore, the Department has prioritized its needs so that the most important system functions are addressed first. This means that PRIDE will be implemented in phases, a step at a time. This will make development easier, will allow conversion to PRIDE to be easier, and will simplify staff training for the system. Development of the first phase has already started, but full conversion to the system may take a few years.

The Existing System. While planning and development of PRIDE is under way, it is important that the existing systems continue operating until they are replaced. There are two major efforts under way to accomplish this. The first is to repair the existing systems so that they can survive the millennium. This is a major effort for the Department; the City is providing assistance so that work can be completed before the year 2000 arrives. The second effort is to ensure that the Department maintains is connection to the FBI's national information files in the National Crime Information Center as it converts to a new system in July 1999. The Department is working closely with the FBI to make sure that this happens smoothly and in time.

The Near-Term Repair. Some of the current systems' operational problems may be solved with relatively little investment in the near-term by tuning the system and by making small repairs. The Department will invest in a select few of these near-term improvements so that personnel can operate more efficiently while the longer-term evolution to the new records management system (RMS) occurs; these improvements include improved training. Some of the likely near-term improvements include the following:

- Connect the Mobile Data Computers to the Computer-Aided Dispatch System so that the cruisers can have a very rapid, direct connection to dispatch;
- Reduce the time it takes to book an arrestee;
- Improve the time and accuracy of providing positive arrestee identification;
- Improve crime reporting and analysis; and
- Provide for automated arrest and incident reporting at the districts.

"Fixing the current system to prevent failure in the near term, while the new systems are designed and implemented..."

The Applications. A system's hardware is only as good as the applications available to its users. The key applications to be incorporated as part of the new information system will be the following:

A modern incident reporting process that will allow officers to generate computerized incident reports from either MDC or district workstation. Supervisors will be able to monitor reports for completeness and quality, and provide report approvals over this system. Additionally, data entry on the system is organized by the sequence in which information is gathered, not by the way a current written report is formatted.

An automated arrest and booking process that provides for single entry of data and connects to data associated with incident reports and CAD. Once entered, the data will remain as a part of the record, and be moved between IT functions being processed. Data entry will be simple and user friendly. Linkages to other databases will provide for rapid positive identification of the individual being processed. The system will also track the physical location of arrestees and where they are at in the booking process.

A comprehensive crime analysis process that will focus not only on identifying patterns of criminal activity, but on the nature of each crime type in the district. The system will eventually provide for comprehensive mapping capabilities, which will initially be available at workstations in the districts and ROCs, then later be available in police units on the MDCs for use by PSA officers. The system will provide for access to CAD, crime analysis, and other databases from multiple site locations, providing real-time information about crime data to supervisors and managers in their geographic area of responsibility.

> "New applications that speed the work of MPDC employees..."

A model problem-solving process will begin with providing police officers and commanders with real-time information about calls for service, crime incidence, and repeat call locations. Over the longer term, the system may lead officers through the problem-solving process, suggesting problem-solving strategies, and directing them to agencies that can provide assistance.

A managed criminal investigation process that guides initial investigators through investigations, applies solvability factors, links directly to crime and pattern analysis, provides for case tracking and monitoring and has linkages to a number of CAD and crime analysis databases. This system might eventually be available to investigators on personal digital assistants (PDAs), providing them with guidance and documentation assistance in the field.

An incident tracking system that monitors pre-determined standards against important issues such as police officer use of firearms and force, based upon prior incident norms. Reports on deviations from the norm can be used by supervisors and managers to provide early interventions when officer actions fall outside the norm.

> "All systems totally integrated..."

A responsive data inquiry process that provides easy access for officers to multiple data files (such as arrest, vehicle ownership, warrants, etc.) from multiple access locations (in station houses, in vehicles and elsewhere). The Department will use its own Intranet to link these databases.

Each of these system applications will be designed after the completion of focus groups with users, meetings with supervisory and command staffs, assessments of field needs, and careful piloting of each new application.

These new systems will mean dramatic changes in how the MPDC does its business:

> "Dramatic changes in basic MPDC business processes..."

How it is NOW	What it will BE
Officers write their own incident reports on manual forms.	Automated reporting on computers will be available to all officers.
Arrest processing takes over three hours in many instances.	Arrest processing will normally take under 1 hour, using automated booking system processes.
MDCs can only do WALES inquiries.	MDCs will have direct linkages to the CAD, reporting systems and more.
Only 177 police vehicles have MDCs installed.	All police units will have MDCs installed, and be able to receive incident and data-base information at all times.
PSA officers get no information about non-crime PSA incidents.	PSA officers will have MDC access to full PSA information, including computer maps and mugshots.
Managers receive no useful analysis of calls for service for patrol allocation use.	Managers will receive regular reports on calls for service and have on-line data inquiry capability for ad-hoc analysis.
The same data from incident, arrest and other reports are entered multiple times on different forms.	Because all systems will be linked, only one entry will have to be made that is then available to all systems.
Officers have limited access to crime information and crime maps.	Officers will have access to an extensive, easy-to-use, decentralized mapping capability.

Improving the Handling of Citizen Service Requests

In 1998, the Office of the Inspector General (IG) for the District of Columbia initiated an investigation resulting from numerous citizen complaints to the office regarding both 9-1-1 (emergency) and 727-1010 (non-emergency) telephone systems operated by the Metropolitan Police Department. Two of the report's findings related to the technology and staffing insufficiencies of both systems. The IG found that the MPDC's Communications Division was not answering the volume of calls in a timely manner, and that insufficient numbers of dispatchers and telephone receipt clerks who answer 9-1-1 and 727-1010 calls were reporting to work.

These problems are not uncommon to larger American police agencies. The volume of 9-1-1 calls can overwhelm the capabilities of the emergency communications center, resulting in delayed response to emergency calls and inadequate response to non-emergency calls.

In addition, callers want to know that their non-emergency service requests are handled in a timely manner. They want to have the ability to track the status of an individual service request. And they want to know what will happen, and when, at the time they call to lodge their complaint or concerns. The application of information technology will assist the MPDC in meeting these objectives.

The New Strategy. Modern information technology will allow the MPDC to implement a sophisticated, customer-responsive system for processing police service requests. A key element of this new strategy will be the creation of an easy-to-use, easy-to-remember, toll-free, non-emergency telephone number (3-1-1) that citizens can call in non-life-threatening situations to access public safety services. The new 3-1-1 system will not only improve police response to non-emergency service requests. It will also serve to improve 9-1-1 service by reducing calls that tie up valuable emergency resources.

> "3-1-1, the new non-emergency telephone number..."

The new 3-1-1 non-emergency telephone number will allow citizens to report police service requests to trained "triage operators," who will determine the exact nature of the service request, and when the requested service can be delivered. If the situation involves another city agency, the call will be transferred to that agency. If it is a normal police non-emergency service request, the complaint may be handled in a number of ways:

- Taking a report by phone by transferring the caller to the MPDC's Telephone Reporting Unit;
- Referring the caller to the MPDC web site for information or to report an incident;
- Referring the service request to the PSA officer on his or her mobile data computer so that the officer can contact the complainant, possibly by cellular telephone;
- Transferring the caller to a police unit or city agency that can best respond to the service request; and/or
- Setting an appointment with the citizen when a police officer can come by and see them.

In each instance, the caller will be advised what outcome he or she can expect, and the time frame in which it will occur.

As the system evolves, some 3-1-1 calls may eventually be transferred to the ROCs or districts through use of selective call routing. Such calls will be automatically routed to the proper answering point serving their address. In three to five years, citizens calling for non-emergency service requests may have their call routed to the cellular telephone of their PSA officer.

"Dramatic changes in how citizen calls are received and serviced..."

Performance Standards are a key element in the new call routing and response system. The MPDC will develop performance standards that set forth the commitments to service for responding to a wide variety of citizen service requests – both emergency and non-emergency. These performance standards are the target performance levels that callers will be advised to expect when they request assistance. The Department will carefully monitor service responses to determine whether performance standards are being met. Performance standards in the MPDC will focus on three major areas:

1) the time it takes to answer the telephone when citizens call 9-1-1 and 3-1-1;
2) the time it takes a police unit to arrive at the scene in an emergency or life-threatening situation; and
3) the degree to which commitments for service made to callers (such as arranging for an officer to come by to speak with them) are met in a timely manner.

The effective use of technology will mean dramatic changes in how calls are received and serviced:

How it is NOW	What it will BE
Citizen calls for service are received over a number of 7-digit telephone numbers, as well as through 9-1-1.	Callers will have to dial a single number, 3-1-1, to request non-emergency service; a coordinated police call center will process all requests in a timely manner.
Callers requesting non-emergency service have no knowledge of when their service will be provided.	Callers requesting non-emergency service will be provided with a specific time frame in which they can expect service.
Callers inquiring about the status of their service request have little way of finding out that information.	Citizens inquiring about the status of their service request can check in on an Internet site or call a special number to receive a status update.
There is limited accountability for the timely delivery of public safety services.	Service standards will be established and monitored to see that public safety agencies are meeting or exceeding those standards.
There are limited means by which citizens can file police reports, other than having a police officer come to the scene, calling the telephone reporting unit, or visiting a neighborhood police facility.	Citizens will be able to use the Internet and mail, in addition to using the telephone and visiting a neighborhood police facility to file incident reports. Citizens will also be given a timeline for service delivery at the time and expected service response they call.

Providing Clear, Effective Communications Channels

Over the years, there have been numerous complaints about the quality of radio communications in the District, including problems of frequency congestion during certain hours, poor maintenance of equipment, inadequate radio discipline among police officers, and a host of related problems. With the introduction of the Mobile Data Computers (MDCs), it was expected that radio traffic could be reduced as more officers ran their data requests over the MDC and not through a police dispatcher. For a variety of reasons, the promise of the MDCs has not yet been fully realized

Over the years, many suggestions have been made for improving the Department's radio communications. Some have suggested that the department change frequencies, moving from 400 MHz to 800 MHz. A comprehensive review of current communications found that:

- For the District of Columbia, the 800 MHz radio system has no greater functionality than the 400 MHz system; thus the department should remain committed to 400 MHz;
- The Department should increase officers' use of the MDCs by connecting them with the CAD system, so that direct transmission of incident information can occur without voice radio transmissions;
- Radio discipline among police officers can be improved so that the officers spend less time talking on the radio; and
- If congestion increases, the Department should acquire additional UHF spectrum from surrounding communities that are releasing frequencies as they move to higher frequencies. The Department should also consider the addition of trunked radio capability, which would permit better use of available air time for transmissions.

> "Providing for clear, stable communications links..."

As a part of the information technology plan, the Department will undertake the following steps:

- Maintain the existing UHF radio system, with migration to digital systems in UHF band, as required by the FCC. Current radio use will be continued during this migration;
- Provide links to surrounding jurisdictions through patching, which will be performed by dispatchers at the initiation of officers in the field;

- Make interoperability the standard and primary goal for all radio communications improvements to ensure seamless communications; and
- Determine what Department functions will be decentralized and where they will be located. Provide data and voice links to these new locations, providing for direct access to central databases.

Communications technology provides the linkages between officer workstations and Department databases, dispatch points, and district station. These communications links represent the platform upon which other information system technology will reside in support of the MPDC's decentralized community policing operations.

Providing for Effective Emergency Call Management

"A new state-of-the-art Computer-Aided Dispatch system (CAD)..."

The objective of the Department and the city is to have a new Computer-Aided Dispatch (CAD) system to support both police and fire operations in place by the end of 1999. This system will receive state-of-the-art upgrades by June 2000. The new CAD system will process emergency and non-emergency calls for police service from residents, business persons, and tourists; support requests from police officers in the field; and provide needed information for the Department's strategic and tactical operations. Currently, the police department and fire department have independent CAD systems that serve only the basic needs of the departments, but are insufficient for meeting either the full operational needs of these critical agencies or the city's vision for a unified communications center. The police department's CAD system is based on 20-year-old technology. It lacks a user-friendly interface for call takers and dispatchers, and is not supported by an accurate geographic base file. These deficiencies have resulted in slow processing of emergency and non-emergency calls. Another shortcoming is that supervisors and commanders do not have direct access to CAD data for strategic and tactical decision making. Instead, a skilled analyst is required to pull records from the system, conduct the analysis, and summarize the results—a time-consuming process.

The key benefit of the new CAD system is that it will meet the operational requirements of the MPDC. As a real-time system, the new CAD will be able to process calls for service efficiently, and provide support for officers in the field. As a management tool, the system will provide accurate information about calls for service to district and ROC personnel for strategic and tactical planning.

How it is NOW	What it will BE
Managers receive no meaningful analysis of calls for service to use in allocating patrol resources.	Managers will receive regular reports on calls and have on-line data inquiry capability for ad-hoc analysis.
When dispatched to a scene, officers receive no information about past incidents or calls at that location.	Officers will receive a complete history and other relevant data about the location before they arrive at a scene.
When officers report for duty, they receive limited information about crime, calls, or other occurrences on their assigned PSA.	When officers log on to their MDCs, they will receive a concise summary of key events, crimes, calls and issues on their PSA that occurred since they last worked.
Call dispatch prioritization is standardized, and can be overridden by call takers based only on information from the caller.	Beat officers will be able to set higher priorities for locations at which they are engaged in on-going problem solving.
9-1-1 call takers are unable to answer all emergency calls in a timely manner.	Emergency calls will be answered within 5 seconds; non-emergency calls within 12 seconds.
Responses to calls requiring police and fire units are not coordinated.	Responses for public safety service will be coordinated because of the unified CAD system and co-location of call takers and dispatchers

Other Information Technology Capabilities

As the MPDC's community policing strategy continues to evolve and expand, the role of information technology will take on added importance. Major initiatives over the next few years include getting the new CAD, 3-1-1, and PRIDE systems in place. Once those milestones have been achieved, several other systems will be designed and implemented. Some are being planned for the near term, others for several years down the road.

- *Video Conferencing* will be installed in three to five years, permitting police officers at decentralized locations to discuss pending cases and share information, as well as permit the Chief of Police and his command staff to have regular meetings with personnel assigned to locations throughout the city.

- *Department Directives* will be available to all police employees, and some to the public, through the department's Intranet and Internet sites. For

Department employees, the new directive system will permit an employee to specify a subject matter and have immediate access to all policies, rules, and procedures relevant to that subject matter. This access will not only be through workstations throughout the Department, but on MDCs in scout cars.

- *Paperless Reporting* will become widespread, as reporting systems are developed for use with the MDCs and workstations, all linked to the PRIDE system. Single data entry will avoid the necessity of employees ever having to enter the same information into the reporting system more than once.

- *Programmed "IRV" character voice guidance* to police officers will become widely used. As officers receive a message on their MDC, for example, to look into a problem at an address, the "IRV" character logo will appear on the screen with a voice that will advise the officer of other incidents previously occurring at the location to which he or she is responding.

- *Widespread availability of photographs and fingerprints* on PDA (personal digital assistants)-type devices carried by officers in their pockets. In the future, police officers will have full information gathering and accessing capability wherever they are.

"Providing for future technology today..."

For the MPDC, the future of information technology is here now. Over the next three to five years, state-of-the-art information systems will be installed throughout the Department, promoting more effective policing and greater responsiveness to the needs of those who live, work, and visit the District of Columbia.

For more information on the information technology systems and plans for the MPDC, please contact Mr. Steve Gaffigan, Chief Information Officer, at (202) 727-4301.